

**INDIVIDUAL AWARDS**

**BUREAU OF MOTOR VEHICLES**

**Charles Emsweller, Rushville**



Chuck successfully negotiated new terms in contracts with the vendors that provide the digital driver's licenses and print vehicle registrations. He dropped the per transaction fee for driver's licenses from \$1.52 to \$0.995 and for registrations from \$0.574 to \$0.35, which will save the State more than \$2 million annually. Chuck also led the replacement of all license branch workstations as part of the conversion to the STARS system.

**BUREAU OF MOTOR VEHICLES**

**Cynthia Thompson, Greenwood**



Cynthia has revolutionized the internal communications process at the agency. She created an intranet site called Starnet, which is a one-stop resource for all of the branches' information needs. Cynthia also developed a Secret Inspector Survey, with the help of Access Indiana to facilitate actual customer service feedback and a method for scoring service levels.

**DEPARTMENT OF CORRECTION**

**John Nally, Fowler**



As the Director of Offender Education, John has increased student enrollment 41%, and saved \$400,000 by more efficient use of computers. He also has saved the department more than \$300,000 by implementing a formal procurement process for purchasing legal materials for facility law libraries, resulting in identifying a less expensive supplier and a consolidated ordering procedure to yield better discounts.

**DEPARTMENT OF LABOR**

**Ambat Babu, Indianapolis**



Babu became the controller in April 2005 and has completely transformed the financial state of the agency. He implemented an operational budget with monthly reporting and effectively administers the budget with all divisions to ensure proper application. He has resolved all open issues with federal grants dating back more than 5 years, and he has developed successful partnership with key State and Federal financial personnel.

**DEPARTMENT OF WORKFORCE DEVELOPMENT**  
**Joyce Riggs, Indianapolis**



Joyce was one of the DWD employees who accepted the challenge to establish and supervise the agency's newly-formed Adjudication Center, which is responsible for making initial determinations of eligibility for unemployment insurance. Her efforts significantly contributed to reducing a backlog of more than 20,000 claims to less than 9000 claims in a few short months.

**OFFICE OF ENERGY DEFENSE & DEVELOPMENT**  
**Ryan Brown, Indianapolis**



Ryan revamped the system for promoting, awarding and tracking grants at the energy office, resulting in the award of over \$800,000 in alternative fuels grants and nearly 25 new ethanol stations and diesel fleets using biofuels. Ryan also manages the Advanced Energy Technology program which has created energy saving projects involving large energy users.

**DEPARTMENT OF HOMELAND SECURITY**  
**David Perkins, Brownsburg**



Dave served as the commander of the Task Force Operation: Hoosier Relief bringing aid to Mississippi following Hurricane Katrina. In just four days, Dave developed, assembled and led the deployment of 213 people to the Gulfport/Biloxi area. Dave spent six weeks there leading the taskforce which provided medical treatment to 9321, mental health services to 11,847 victims and maintained order through law enforcement support.

**INDIANA DEPARTMENT OF ADMINISTRATION**  
**Mark Hempel, Cloverdale**



As part of a pilot program in which members of IDOA's Procurement Division are embedded within other state agencies, Mark Hempel has been working as part of the Indiana Office of Technology and guiding their purchasing decisions. He has been an integral participant on the Hardware Sourcing project for the OneIndiana program, which is expected to save the State \$1.9 million on hardware purchases.

**INDIANA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**  
**Scott Deloney, Plainfield**



Scott led the successful effort to redesignate 6 Indiana counties from nonattainment to attainment for the 8 hour ozone health standard in 15 months. It typically takes at least 2 years for EPA approval. According to EPA, Indiana was the first state in the nation to receive attainment status for this standard. Air permitting for new economic development is expedited in counties with the attainment status.

**INDIANA DEPARTMENT OF TRANSPORTATION**  
**Brad Steckler, Indianapolis**



Brad led the effort to re-examine the INDOT projects on the planning table for the next 10 years and to re-scope them. Brad and his team reviewed four mega projects totaling over \$1.65 billion and identified savings of \$800 million. This savings will allow INDOT to stretch taxpayer money to complete additional critical infrastructure. Brad also provided key information to support the Major Moves legislation.

**INSPECTOR GENERAL’S OFFICE**  
**Melissa Anne Nees, Indianapolis**



Melissa was the first employee hired into this newly established agency. During the initial months she performed as a deputy, investigator, receptionist, executive assistant, human resource manager, financial assistant, computer technician, legislative liaison and public relations director. Just a few of her accomplishments include writing a computer program to log and receive complaints and leading the project to find “off campus” space for the agency and then organizing the move. No job is too big or too small for Melissa.

**INDIANA OFFICE OF TECHNOLOGY**  
**Judy Donahue, Indianapolis**



One of Judy’s primary jobs in 2005 was to consolidate the State’s disparate email systems. She consolidated 50 email servers into 5, saving the State \$400,000. She also single-handedly recovered two email disasters. The failures were due to old systems and a lack of knowledge within the home agencies to maintain the systems. Judy figured out how to recover the data and worked tirelessly to get it done.

**PUBLIC EMPLOYEES’ RETIREMENT FUND**  
**William Frayer, Jr., Indianapolis**



William was reviewing employer pension accounts for county employers where privatization had occurred. He identified four county employers where PERF net assets exceeded pension liabilities by more than \$14 million. His discovery led to a transfer of assets which reduces the county contribution rates as of January 1, 2006.

**PROFESSIONAL LICENSING AGENCY**  
**Herbert Price, Noblesville**



Herb is the State’s resident expert on License 2000, recognized by IOT as the “standard” for licensing or permitting databases for the State. In addition to supporting his own agency in managing over 400,000 licensed professionals, he provides support to the Alcohol Tobacco Commission and he saved the Department of Health over \$150,000 by converting data from their database to the License 2000 database.

**TEAM AWARDS**

**DEPARTMENT OF CHILD SERVICES**  
**Lucy Mikula, Indianapolis; Peggy Boggs, Clayton; Robert Michael Aronson, Indianapolis;**  
**Thelzeda Moore, Indianapolis; William Steffen, Indianapolis**



This team is from the Child Support Bureau, that works to establish paternity and orders for child support payments and medical support and then enforces such orders. The program must meet certain performance expectations in order to avoid significant penalties imposed by the federal government. In 2004, Indiana passed all of the four performance tests for the first time, but there was still significant room for improvement. One of those areas was the use of electronic processing of payments. Indiana has now firmly established itself as a national leader in electronic processing of child support payments. In February of 2005, only 52% of the state’s income withholding payments were being processed electronically through the Central Collection Unit. Through the intensive outreach of this team to employers, that figure increased to 88% in December 2005. On December 3, 188 employers used an online payment website to submit 89,503 payments that totaled more than \$10.6 million.

**DEPARTMENT OF CORRECTION**  
**Daryl Hall, Galveston; Gerald Vance, Noblesville; Sally Stevenson, Kokomo**



This team designed and implemented the state’s first methamphetamine unit within DOC using existing resources at the Miami Correctional Facility and did it within a thirty day period. The team researched and implemented the matrix therapeutic model and designed a staffing plan that consolidated treatment and custody staff. This 204-bed intensive therapeutic community setting is designed to educate, treat the addiction, and improve inmate behavior for successful transition back to the community at the end of their period of incarceration. There have been no critical incidents on the meth unit since its inception in April 2005.

**DEPARTMENT OF HEALTH**  
**Bruce Bowman, Indpls.; Dennis Ehlers, Anderson; Edward Miller, Lebanon; Robert Hilton, Indpls.; Rob Pardue, Indpls.; Robert Synko, Indpls.; Todd Hite, Greenwood**



These award recipients represent the Plan Review Program team, which is responsible for reviewing construction plans of hospitals and other types of health care facilities to ensure compliance with health care and sanitation regulations. Over the past two years there has been a significant increase in the number of plan review requests for hospitals and ambulatory surgery centers. At the start of 2005, the program had a backlog of over 100 acute care plan review projects. In addition, the program is responsible for approving commercial on-site sewage treatment projects, and it receives about 600 such plans to review per year. Through targeted recruiting and training and improved use of technology, the backlog of institutional plan reviews was completely eliminated. The team now conducts an initial review of all requests for institutional plan reviews within five days of receipt and notifies project managers of any additional information needed to complete the plan review. For commercial on-site sewage systems, the team set a performance standard that at least 50% of such reviews would be completed with 20 days. In the fourth quarter of 2005, the program completed 70% of commercial on-site sewage system plan review requests within 20 days of complete plan submission.

**DEPARTMENT OF NATURAL RESOURCES**  
**Andrea Gromeaux, Clayton; George Bowman, Zionsville; Jon Eggen, Brownsburg**



These employees constitute the water related permitting team and they implemented dramatic changes to the permit application review process to significantly reduce the number of pending permit applications. During 2003 and 2004, there were 300 to 400 applications pending action. By the close of 2005 the number was reduced to 160. This was achieved through careful analysis of the application review process to identify and address areas for improvement and the implementation of a daily triage meeting to review applications received the previous day. These daily meetings allow staff to identify deficiencies in a submission and notify applicants immediately. For some minor projects the permit can be approved in the triage meeting. Prior to the triage meeting, the average review time for an application was over 60 days. Now it is about 30 days.

**FAMILY AND SOCIAL SERVICES ADMINISTRATION**  
**Angella Whitfield, Indpls.; Carole Smith, Carmel; Rebecca Adkins, Indpls.;**  
**Sandra Dortch, Fishers; Teresa Clift, Columbus; Kimberly Earles, Franklin**



In January 2005 FSSA has a backlog of over 13,000 Medicaid disability application piled up in over 25 boxes along a wall in Medicaid Central Office. Most of these applications were many months old. Once received by Central office, the average time to review an application had been 90 days. Under the guidance of Jeanne LaBrecque, Director of Health Policy and Medicaid, a team of more than 25 employees and contractors tackled this mountain of work. The award recipients are members of the team who routinely went above and beyond the call of duty to get this work done. Utilizing process improvement tools, they implemented the Accelerated Case Review Process aimed at sharply reducing the process time required for applicants with the greatest medical need. As of November, the applications from those with the most significant diagnoses are reviewed by the team within 48 hours. These diagnoses account for about 25% of the team's total workload. The team, with the help of subject matter experts, also implemented a standard protocol for processing all other application. For these applications a medical eligibility decision is now made in less than 45 days and the goal is to have no more than 1300 cases in process at any one time, compared to the 13,000 at the beginning of the year.

**DEPARTMENT OF HOMELAND SECURITY**  
**Caitlin Intermill, Indianapolis and Vanessa Higgins, Indianapolis**



Caitlin and Vanessa constitute the grant team. It was discovered in early 2005 that state officials could not account for about \$23 million that was advanced to local governments for homeland security related purchases. This money, which typically was reimbursable by the federal government, had been advanced without following federal guidelines and the state was at considerable risk of having to absorb all this cost without federal assistance. This team spearheaded a state-wide program to account for all monies already expended by the local governments and to collect all monies not yet spent. The result of this project was 100% accountability of the entire \$23 million, which represents a direct savings to Indiana taxpayers. Moreover, by November, all of these funds were properly spent on long-needed public safety projects.

**INDIANA FINANCE AUTHORITY/  
INDIANA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**  
**Shelley Love, Indianapolis and MaryLou Renshaw, Columbus**



IFA has a memorandum of understanding with IDEM to administer provisions of the Federal Safe Drinking Water Act, requiring a national water infrastructure needs survey every four years. The survey results are then used to allocate EPA’s drinking water capitalization grants to each state, which are in turn then awarded in the form of interest subsidies to local communities. Due to the thorough survey that MaryLou and Shelley completed, Indiana’s annual allotment of EPA funds for Drinking Water State Revolving Fund loans was increased by \$1.9 million. This will enable the program to provide additional loans to Indiana communities at a subsidized rate with annual savings estimated to be in excess of \$250,000. Only one other state in the six state Midwest region increased their allocation.

**DEPARTMENT OF TRANSPORTATION**  
**Pat Donovan, South Bend**



**OFFICE OF TECHNOLOGY**  
**Carlton Kindig III, Mishawaka**



Carl and Pat constitute the IT team at the LaPorte Transportation District. This team developed ways to keep the construction field employees in constant communication with the District and Central Office by setting up email in every construction field office throughout the District. They also created web pages that enable field employees to receive required safety training at their field offices without having to travel to a district office, saving countless hours of unproductive work and fuel costs. Another web page was developed to give easy access to users to receive files that were needed to upgrade the software on their computer, make network backups of construction project files and to do software fixes. This saved IT staff from making many trips over the course of a year and minimized downtime for project supervisors.

**COMMISSION ON PUBLIC RECORDS**  
**Debra Martin, Shelbyville; Kimberly Freeman, Indpls.; Sheila Fair, Indpls.**



Since August 2005, the Micrographics Department has increased its productivity and output. These are three employees who continuously performed at an outstanding level. In September and November, the team imaged 18% more documents than the previous monthly record for each of those two months, with two less staff members. November resulted in the highest image count per capita in the department's history at 41,051 images per person.

**DEPARTMENT OF REVENUE**  
**Cathy Henninger, Indianapolis; James Poe, Indianapolis; Thomas Conley, Indianapolis**



Jim, Tom and Cathy constituted the core team to lead the tax amnesty planning and implementation, which resulted in the collection of more than \$255 million in past-due taxes. Jim Poe provided day-to-day guidance of all amnesty efforts from overseeing internal and external collection efforts to ensuring high quality customer service, and the timeliness of returns processing. Tom Conley served as the team's tax policy consultant that included researching the tax code to provide for a comprehensive program and drafting and finalizing the regulations that governed the program. Cathy Henninger conducted benchmarking research with other states, chose an advertising firm to handle the promotion of the program, established the new communication director position within the department, and closely coordinated the daily efforts across all of the divisions to ensure that employees knew about tax regulations and amnesty operational logistics. She also coordinated the amnesty mailings to more than 200,000 taxpayers.

**STATE PERSONNEL DEPARTMENT**  
**Bruce Baxter, Greenwood and Denny Darrow, Indianapolis**



In June 2005 Bruce Baxter was tapped by the State Personnel Director to lead the centralization of DOC human resources services. This was the first step in SPD's strategy to centralize human resource services to reduce duplication of effort and improve the service levels agencies would experience for human resource services. While continuing his regular duties as Director of Employee Relations, Bruce became the acting HR director in DOC to assess the needs of its Central Office and determine how those needs could be met by personnel already in SPD and a few SPD staff embedded in DOC. Bruce identified Denny Darrow, another State Personnel employee, to serve as the new HR Director in DOC. It was Denny's job, with Bruce acting as a mentor, to complete the structuring of the embedded SPD organization within DOC and then build protocol for how transactions and services would be provided by State Personnel for agency employees. This first step in the centralization strategy resulted in a reduction of 13 employees involved in providing HR services and a savings of about \$535,000.